

**COMPETENCY MAPPING:
A STUDY OF SRI LANKA TELECOM LIMITED**

By

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Declaration

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or a diploma in any university to the best of my knowledge and belief. It does not contain any material previously published, written or orally communicated by another person except due reference is made in text.

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The above particulars are correct to the best of my knowledge.

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ABSTRACT

This paper explores the definitions and usage of individual and organizational core competencies, especially in the context of training and development. This paper aims to identify current expertise of individual and organizational competencies and the future requirements of competencies for the success of SLT. The survey data is obtained from 198 executives, results will be analyzed and findings will be reported. Relationship between important corporate level competencies with individual competencies will be investigated. In addition, strategies to improve competency levels of SLT and its employees will be recommended.

Competency mapping is considered as a key to face for the challenges of competition among other organizations. Many world class companies around the world are increasingly committed to develop their core competencies. Having multiple competencies can make much more difficult for competitors to imitate. Leading companies do not stand still and rest on their traditional competencies. Developing new competencies to respond or anticipate emerging business conditions. Competency study has not been carried out in SLT. Competition in the telecommunication market is high and drastically increasing. Technology related to Telecommunication industry grows rapidly.

First objective of the study is to analyze individual perceptions of current expertise, current importance and future importance of individual Core Competencies. Second objective of the study is to explore and evaluate training requests with company secondary data. Third objective is to analyze SLT competencies of current expertise and future importance and the forth objective is to investigate the relationship between important corporate level competencies with important individual competencies for future success of SLT. Final objective is to recommend strategies to improve competency levels of SLT.

SPSS software is used to analyze survey results. Factor analysis, mean and standard deviation values from descriptive statistics and correlation of factors are the results obtained using SPSS software.

Literature survey has been explored 'Background of Competency', 'Competency mapping', 'Benefits and advantages of Competency Mapping', 'Issues and problems in competency mapping', 'Myths about Competency', 'Developing Competency Models', 'Competency Frameworks', 'Issues Related to Developing Competency Models' and 'Background of Sri Lanka Telecom Limited'.

Most of these core competencies are relevant to progress of SLT in different functional areas. Thirty (30) organizational and Thirty two (32) individual core competencies are identified for the questionnaire and they have been categorized under 'Organizational Leadership', 'Responsiveness Planning' and 'Technical Foundation'. This study has been carried out considering the perception of the executives in SLT as most of the competency studies were done the same way according to the literature survey. Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. A correlation analysis is performed to quantify the strength of association between two numeric variables.

Learning Points from the Literature survey, findings from the survey questionnaire, identification of possible competency solutions for SLT and barriers to competency mapping are discussed and analyzed in this study. Limitations and areas for future research to overcome such limitations are identified in addition to the recommendations and strategies to improve competency levels of SLT.

Table of Contents

ACKNOWLEDGEMENT	I
DECLARATION	II
ABSTRACT.....	III
TABLE OF CONTENTS	V
LIST OF TABLES	VI
LIST OF FIGURES.....	VII
LIST OF ACRONYMS AND ABBREVIATIONS.....	VIII

CHAPTER 1 INTRODUCTION

1.1. Background of the study	1
1.2. Research Objectives.....	2
1.3. Significance of the Study.....	3
1.4. Scope and Limitations of the Study.....	3
1.5. Structure of the Dissertation.....	4

CHAPTER 2 LITERATURE SURVEY

2.1 Introduction.....	6
2.2 Background of Competency.....	7
2.2.1 Definitions of Competency.....	8
2.2.2 Competency Characteristics.....	14
2.2.3. Myths about Competency.....	14
2.2.3.1. Competence is not performance.....	14
2.2.3.2. Competence is not process input.....	15
2.2.3.3. Competence is not process output.....	16
2.2.3.4. Competence is not a trait.....	16
2.2.3.5. Competence is not capability or ability.....	16
2.2.3.6. Competence is not motivational attitude.....	17
2.2.5 History of Competency.....	17

2.3. Developing Competency Models.....	17
2.3.1. Various Models	22
2.3.1.1. Job Competence Assessment Method.....	22
2.3.1.2. Modified job Competence Assessment Method.....	22
2.3.1.3. Generic Model Overlay Method.....	22
2.3.1.4. Customized Generic Model Method.....	23
2.3.1.5. Flexible Job Competency Model Methods.....	23
2.3.1.6. System Methods.....	23
2.3.1.7. Accelerated Competency Systems Method.....	23
2.3.2. ASTD WLP Competency Model.....	23
2.3.3. Executive level global competency model at 3 M	24
2.3.4. The Manager Competency Model.....	24
2.4. Competency Frameworks.....	25
2.4.1. Need for Competency Framework.....	25
2.4.2. Items Included Essentially in Competency Frameworks.....	26
2.4.3. Limitation and Learning from Competency Framework.....	27
2.4.3.1. The question of specifying a certain model.....	27
2.4.3.2. The question from the standpoint the standpoint of cultivating HR.....	27
2.4.3.3. The question of the reproducibility of results.....	27
2.4.3.4. The question of restricting behavior.....	27
2.4.4. Development of the Personal Competency Framework.....	28
2.4.5. The Lancaster Model of Managerial competencies.....	29
2.4.5.1. Level One - Basic knowledge and information.....	29
2.4.5.2. Level Two - Skills and Abilities.....	30
2.4.5.3. Level Three - 'Meta-qualities'.....	32
2.4.6. Transcultural Managerial Competencies.....	32
2.4.7. Framework for study based on CIMA Model.....	34
2.4.8. Critical Competency Framework.....	34
2.4.9. Taxonomy of Leadership Competencies and Meta-competencies.....	36
2.4.10. Formation of a Competency Framework.....	37
2.4.11. Core Competency List.....	38
2.4.11.1. Management Competency Dictionary.....	38
2.4.11.2. The Janus Performance Management Library.....	39
2.5. Benefits and advantages of Competency Mapping.....	39
2.5.1. Competency Models can Enhance HRM Systems.....	40

2.5.1.1.	Selection Systems.....	40
2.5.1.2.	Training and Development.....	40
2.5.1.3.	Succession Planning.....	41
2.5.1.4.	Performance Management.....	42
2.5.1.5.	Appraisal System.....	42
2.5.2.	Worldwide Consistent Standards using Competencies.....	42
2.5.2.1.	Hiring the Best Available People.....	42
2.5.2.2.	Competency Based Performance Management Process.....	43
2.5.2.3.	Enhancing the 360-degree Feedback Process.....	43
2.5.2.4.	Productivity Maximization.....	43
2.5.2.5.	Adapting to Change.....	44
2.5.2.6.	Aligning Behavior with Organizational Strategies and Values.....	44
2.6.	Issues Related to Developing Competency Models.....	45
2.6.1.	Importance to the Organizations.....	45
2.6.2.	Goal- Quality or Excellence.....	46
2.6.3.	Periodic or Continuous Developments Efforts.....	46
2.6.4.	Assessment is a continuous Process or a one-time Endeavor.....	47
2.6.5.	Competencies Reflecting on Current Activities or Future Activities.....	47
2.6.6.	Time Frame for the Project.....	48
2.6.7.	Way of using Results by the Organizations.....	48
2.6.8.	Value Addition for the Organizations.....	49
2.6.9.	Value Addition for Employees.....	49
2.6.10.	Measuring Determinants of Success.....	50
2.6.11.	Desired Outcomes.....	50
2.6.12.	Owner of the Process.....	51
2.6.13.	Targeted Job Positions.....	51
2.6.14.	Involving people in Development.....	52
2.6.15.	Assesses and Assessors.....	52
2.6.16.	Validating of the Assessments.....	55
2.6.17.	Communication of the Competency Project to the Employees.....	56
2.7.	Competency Mapping.....	56
2.7.1.	Building Competencies for Organizational Future.....	58
2.7.2.	Mapping Business Competencies to People Competencies.....	58
2.7.3.	Competency Driven Culture.....	59

2.8.	Background of Sri Lanka Telecom Limited.....	60
2.8.1.	History of SLT.....	60
2.8.2.	Present Situation of SLT.....	62
2.8.3.	Future of SLT.....	63

CHAPTER 3 CONCEPTUALIZATION AND METHODOLOGY

3.1	Introduction.....	66
3.2	Conceptualization.....	66
3.2.1	Individual Core Competencies.....	67
3.2.1.1	Knowledge Factors.....	68
3.2.1.2	Skill Factors.....	70
3.2.1.3	Value Factors.....	74
3.2.2	Organizational Core Competencies.....	77
3.2.2.1	Organizational leadership.....	78
3.2.2.2	Responsiveness Planning.....	81
3.2.2.3	Technical Foundation.....	84
3.3	Operationalisation.....	87
3.4	Measurement of Variables.....	87
3.4.1	Variables for Individual Core Competencies.....	89
3.4.2	Variables for Training Requirement.....	90
3.4.3	Variables for SLT Core Competencies.....	90
3.4.4	Variables for SLT Competencies.....	91
3.4.5	Reliability of the Questionnaire.....	92
3.4.6	Variables for Demographic Data.....	93
3.5	Population and Sample.....	94
3.5.1	Salary Grade.....	94
3.5.2	Present Field of Employment.....	95
3.5.3	Total Staff in SLT.....	96
3.6	Data Collection Methods.....	96
3.7	Methods of Data Analysis.....	97
3.7.1	Descriptives.....	98
3.7.2	Factor Analysis.....	98
3.7.3	Correlation Analysis.....	98

CHAPTER 4 DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1	Introduction.....	99
4.2	Demographic Characteristics of Respondents.....	99
4.2.1	Percentage of Age Category of respondents.....	100
4.2.2	Percentage of Gender Category of respondents.....	100
4.2.3	Marital Status Category of respondents.....	101
4.2.4	Present Field of Employment of Respondents.....	102
4.2.5	Highest Academic Qualifications of Respondents.....	102
4.2.6	Professional Qualifications of Respondents.....	103
4.2.7	Total Service Period of Service in SLT of Respondents.....	104
4.2.8	Service Period in Present Field of Respondents.....	104
4.2.9	Position Holding at SLT of Respondents.....	105
4.2.10	Salary Grade of Respondents.....	105
4.2.11	Number of Subordinates Directly Reporting of Respondents.....	106
4.2.12	Number of Subordinates under Respondents' purview.....	106
4.3	Analysis of Training.....	107
4.3.1	Current Training Requirement.....	107
4.3.1.1	Training Requirement to perform the current job at SLT.....	107
4.3.1.2	Training Requests as per Survey.....	108
4.3.1.3	Training Provided as per Secondary Data.....	109
4.3.2	Future Training Requirement.....	110
4.3.2.1	Training Requirement for Future Success of SLT.....	110
4.3.2.2	Training Requests as per Survey.....	110
4.3.2.3	Training Requests as per Secondary Data.....	111
4.4	Analysis of Individual Competencies of SLT Executives.....	112
4.4.1	Current Expertise.....	112
4.4.2	Importance Related to the Job.....	114
4.4.3	Importance for the Future.....	115
4.4.4	The most Important Five Individual Core Competencies.....	116
4.4.5	The Least Important Five Individual Core Competencies.....	116
4.5	Analysis of SLT Core Competencies.....	117
4.5.1	Present Expertise.....	117
4.5.2	Importance for the Future.....	119
4.5.3	The most Important Five SLT Core Competencies.....	120

4.5.4	The Least Important Five SLT Competencies.....	121
4.6	Factor Analysis – Individual Core Competencies.....	121
4.6.1	Current Expertise Level	122
4.6.2	Importance for the Current Job.....	123
4.6.3	Importance for the Future.....	125
4.7	Factor Analysis – SLT Competencies.....	126
4.7.1	Current Expertise.....	126
4.7.2	Importance for Future Success.....	128
4.8	Relationship between future SLT and Individual Competencies.....	130
4.9	Summary of Results.....	132

CHAPTER 5 CONCLUSIONS AND IMPLICATIONS

5.1	Introduction.....	133
5.2	Conclusions and Implications.....	133
5.2.1	Recommendations from the Results.....	133
5.2.2	Other Recommendations.....	135
5.3	Limitations.....	143
5.4	Areas for Future Research.....	144

Reference.....	146
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APPENDIX A	Questionnaire for the executives.....	149
APPENDIX B	Monthly HR Analysis Report (September, 2006).....	154
APPENDIX C	Reliability analysis	155
APPENDIX D	Training Requests as per questionnaire to perform the Present job at SLT.....	159
APPENDIX E	Followed Training Course-SLT Training Database.....	160
APPENDIX F	Training Requests as per questionnaire for future success of SLT.....	161
APPENDIX G	2005 Training Requests as per Training Database.....	162

List of Tables

Table 2.1:	Core Competencies vs. Workplace Competencies.....	10
Table 2.2:	Competency Model for Sales Associates.....	20
Table 2.3:	Performance Rating Scale.....	28
Table 2.4:	Importance rating Scale.....	29
Table 2.5:	Average Rating and Ranking of Various Competencies.....	33
Table 2.6:	The Janus Performance Management Library.....	39
Table 3.1:	Categorization of Individual Competencies.....	67
Table 3.2:	Categorization of SLT Core Competencies.....	78
Table 3.3:	Format for Individual Competencies of question 1 of the questionnaire...	88
Table 3.4:	Variables for Individual Core Competency Measurements.....	89
Table 3.5:	Format for Training Requirement Data.....	90
Table 3.6:	Format for SLT Competencies for question 4 of the questionnaire.....	90
Table 3.7:	Variables for SLT Competency Measurements.....	91
Table 3.8:	Cronbach's Coefficient Alpha inter-item Consistency Reliability Test.....	92
Table 3.9:	Variables for Demographic Information and Training Requirement.....	94
Table 3.10:	Details of Population and the Sample of Survey as per Salary Grade.....	95
Table 3.11:	Details of the Population and Sample of Survey as per field of employment	95
Table 4.1:	Requirement of Training to perform current job at SLT.....	108
Table 4.2:	Training provided to perform at SLT according to the field.....	109
Table 4.3:	Requirement of Training for future success of SLT using survey results.....	111
Table 4.4:	Training requests as per secondary data.....	112
Table 4.5:	Individual Competencies for the Current Expertise level.....	113
Table 4.6:	Individual Competencies for Importance of the Current Job.....	114
Table 4.7:	Individual Competencies for the future success of SLT.....	115
Table 4.8:	The Most important Individual Competencies.....	116
Table 4.9:	The Least important Individual Competencies.....	117
Table 4.10:	Present Expertise SLT Competencies.....	118
Table 4.11:	SLT Core Competencies required for future success.....	119

Table 4.12:	The Most important SLT Core Competencies.....	120
Table 4.13:	The Least important SLT Core Competencies.....	121
Table 4.14:	Factor Analysis of Current Expertise for Individual Competencies.....	122
Table 4.15:	Factor Analysis for Importance for Individual Competencies for Current Job.....	125
Table 4.16:	Factor Analysis for Importance of Individual Competencies for future success.....	125
Table 4.17:	Factor Analysis for present expertise for SLT Competencies.....	127
Table 4.18:	Factor Analysis for SLT Competencies required for future success.....	128
Table 4.19:	Correlation of Individual and SLT Competencies required for future success.....	130
Table 4.20:	Relationship of Individual and SLT Core Competencies for future success of SLT.....	132



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List of Figures

Figure 2.1:	Defining competencies in terms of behaviors, outputs and results.....	9
Figure 2.2:	The Competence Pyramid: a visual representation.....	11
Figure 2.3:	Typology of Competence.....	12
Figure 2.4:	Holistic Model of Competence.....	13
Figure 2.5:	Competence Hierarchy.....	15
Figure 2.6:	Competency Management System.....	15
Figure 2.7:	Input Process Output Model.....	15
Figure 2.8:	Linking HR Processes to Organizational Strategy.....	18
Figure 2.9:	Competency Pyramid Model.....	21
Figure 2.10:	The Lancaster (Burgoyne) Model of Managerial Competencies.....	30
Figure 2.11:	Framework for study based on CIMA Model.....	34
Figure 2.12:	Critical Competency Framework.....	35
Figure 2.13:	Taxonomy of Leadership Competencies and Meta-competencies.....	36
Figure 2.14:	ASTD 2004 Competency Model.....	37
Figure 2.15:	Competency Based HR Applications.....	40
Figure 2.16:	Competency Mapping Model.....	56
Figure 2.17:	Competency Driven Cultures.....	59
Figure 2.18:	Leading in Technology & Diversification (2006-2008).....	64
Figure 4.1:	Age Category of Respondents.....	100
Figure 4.2:	Gender category of Respondents.....	100
Figure 4.3:	Gender category of Population.....	101
Figure 4.3:	Marital Status of Respondents.....	101
Figure 4.4:	Field of Employment of Respondents.....	102
Figure 4.5:	Highest Academic Qualifications of Respondents.....	103
Figure 4.6:	Professional Qualifications of Respondents.....	103
Figure 4.7:	Total Service Period of Service in SLT of Respondents.....	104
Figure 4.8:	Service Period in Present Field of Respondents.....	104
Figure 4.9:	Position Holding at SLT of Respondents.....	105
Figure 4.10:	Salary Grade of Respondents.....	106
Figure 4.11:	Number of Subordinates Directly Reporting of Respondents.....	106
Figure 4.12:	Number of Subordinates under Respondents' Purview.....	107
Figure 4.13:	Training Requirement to perform the current job at SLT.....	108
Figure 4.14:	Training Requirement for Future Success of SLT.....	110

List of Acronyms and Abbreviations

ASTD	American Society of
CIMA	Continuous Improvement and Innovation Management
DHR	Deputy Head of Regions
HR	Human Resources
HRM	Human Resources Management
HRD	Human Resources Development
HP	Head of Province
HS	Head of Section
IPO	Initial Public Offering
IP	Internet Protocol
IQ	Intelligence
ISO	International Standard Organization
IT	Information Technology
JCS	Job Competence Survey
KSA	Knowledge, Skills and Attitude
MSC	Master of Science
MBA	Master of Business Administration
NAPA	National Academy of Public Administration
NTT	Nippon Telephone and Telegraph
PC	Personal Computer
PCF	Personal Competence Framework
RTOM	Regional Telecom Office Manager
SOA	Service Oriented Architecture
SLT	Sri Lanka Telecom
SLTD	Sri Lanka Telecom Corporation
SLTL	Sri Lanka Telecom Limited
SPSS	Software Package developed by Social Scientists
USA	United State of America
WLP	Workplace Learning and Performance